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15 APR 1970

MEMORANDUM FOR: Chief, Real Estate and Construction Division, OL
SUBJECT : PCS Field Assignment Report - South Vietnam

In accordance with RECD/SOP 22-1 of 18 September 1968, this is a report covering my tour in South Vietnam. My assignment was Deputy Chief of Engineering from 6 May 1968 to 19 July 1969 and Chief of Engineering from 19 July 1969 to 5 February 1970.

A. DUTIES AND/OR MISSION

The mission of the Engineering Office is to provide internal management, technical guidance, and support for all engineering programs in South Vietnam. Specifically:

- (1) The control and reporting of all engineering projects estimated to exceed \$1,000 U.S.
- (2) The administration/coordination of all engineering contracts over \$1,000 U.S.
- (3) The preparation/review and approval of all drawings and specifications for all engineering projects estimated to exceed \$1,000 U.S.
- (4) Delegation of control over projects estimated to cost less than \$1,000 U.S. was given to the Regional Engineers and our Maintenance Superintendents.
- (5) The Chief of Station, Vietnam, had construction authority through \$50,000 U.S. Projects; beyond this fiscal limitation, approval was by Headquarters.

B. GENERAL ACCOMPLISHMENTS DURING THE PCS PERIOD

Major accomplishments during my PCS tour were in refinements in the management of the engineering effort in Vietnam. Specifically these accomplishments were:

- (1) Rehabilitation of all major compound electrical systems, both in Saigon and country-wide.

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(2) Reassignment of field personnel to keep pace with regional shifts in workload.

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(3) Reorganization of [REDACTED] in Saigon and country-wide to meet reduced new construction workload and increase in maintenance programs.

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(4) Submission and activation of recommended standardization lists of procurement of major equipment related to the Engineering and Maintenance Program country-wide (air conditioners, refrigerators, stoves, generators, water pumps, water filter plants, etc.)

C. The remainder of my report is submitted in the below listed appendixes:

APPENDIX A - Engineering Program Trends

APPENDIX B - Techniques Used in Handling Successful Assignments

APPENDIX C - Problem Areas

APPENDIX D - Lessons Learned and Items of Particular Interest to Successors

APPENDIX E - Job Qualifications

APPENDIX F - Current Table of Organization

APPENDIX G - New Facilities Constructed and Significant Alteration and Maintenance Projects

D. SUMMARY OF RECOMMENDATIONS

The maintenance superintendents assigned to Vietnam Station should have experience or schooling in the following areas:

(1) Application of financial subject classification pertaining to engineering programs.

(2) Be familiar with terms CMR, FPA, PRA, and general financial methods of accumulating and reporting costs.

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(3) One thousand window-type air conditioners have been installed in Vietnam and 336 electrical generators were in use as of 1 January 1970. Knowledge of air conditioning, refrigeration, generators, and telephone systems are required.

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Distribution:

Original - Addressee w/appendixes

- ① - OL/RECD Official w/appendixes
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OL/RECD/EB/ [REDACTED] mt/3023 (15 Apr 70)

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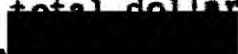
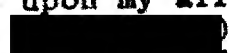
APPENDIX A - ENGINEER PROGRAM TRENDS

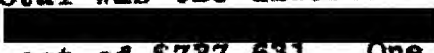

This subject will be discussed in three parts. The first will cover trends in engineering projects over \$1,000 U. S. which were under control of the engineering office in Saigon. The second part will cover engineering projects under \$1,000 U. S. and the maintenance programs as they were controlled by the Region engineers and the maintenance superintendents. The third part will cover personnel requirement trends.

1. Projects over \$1,000 U. S.

The trend of engineering projects during the first half of my tour increased and during the last half declined. A recapitulation taken from the Vietnam Construction Status Reports is as follows:

25X1A	Approved Projects & Funds Alloted	Proposed Pro- jects & Est. Cost	Proposed Projects with no Est. Cost	Total Projects & Cost
				

25X1A It is interesting to note that the total dollar projects costs are the same upon my arrival (July 1968,  and departure 25X1A (March 1970,  from Vietnam. The new construction program reached its peak in early 1969 and now is decreasing and the maintenance program is now increasing in importance (see attached graph). 25X1A

25X1A Although not of primary concern in number of projects, but very significant in the monetary total was the undertaking as of 1 March 1970 of seven projects in the  Training program for , at an approximate cost of \$737,631. One of these projects was just completed, five others are under construction, and one in design. This part of the construction program will not be completed until November or December 1970.

The decrease in projects can be attributed primarily to the following:

- a. Reduction in the number of provinces where this Agency retains a staff.

b. Completion of adequate facilities to accommodate provincial staffs in most provinces.

I would anticipate a continued reduction in this category of engineering projects through this fiscal year, with a probable leveling off to the approximate level of December 1967. This assessment is based on the following factors:

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- a. Reduction in Station personnel
- b. Transfer of the [REDACTED] on 30 June 1970.
- c. Completion of [REDACTED] in November or December 1970.

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New construction will probably be limited to replacing facilities because of lease terminations or for security reasons. Acquiring new leased properties will decrease with a reduction in Station personnel, which would reduce the number of renovation projects. The Fiscal Year 1970 Engineering Budget for the Station was composed primarily of projects updating living and office facilities. This should also result in a reduction of projects after the current Fiscal Year.

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I can not envision any future, major construction program unless the Agency undertakes future programs such as the [REDACTED] and/or we undertake construction for other U. S. [REDACTED]

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2. Projects under \$1,000 U. S. and the Maintenance Program

Because of the lack of a maintenance management program throughout Vietnam, statistics are not available for proper analysis of work under \$1,000 U. S. Maintenance forces are functioning throughout Vietnam in varying degrees; however, the concentration of effort was primarily directed towards the management of projects over \$1,000 U. S. because of the magnitude of this program.

The Engineering Office was implementing maintenance management program throughout Vietnam as the level of projects over \$1,000 U. S. reduces. The first step in this direction was taken with the [REDACTED], Saigon. We changed the system to reflect the pilot, controlled maintenance program established by the Agency at [REDACTED] in 1958. This system has also been installed in Region IV and should be installed throughout Vietnam. The establishment of proper maintenance record systems and improved control of work is mandatory because of the tighter budgetary restrictions being placed on the Station.

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Total 543

NOTES:

d(1) - Chief, Building Maintenance Unit, Saigon

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d(2) - Deputy Chief, Building Maintenance, Saigon

4. Quality of non-Agency, Engineering Personnel:

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(1) U.S. Contract Engineers. The three engineers under contract with [REDACTED] were of an outstanding quality. All three men are very versatile, industrious, competent, and will undertake any task assigned to them without complaint. The engineering program in Vietnam prospered because of these three men.

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(2) [REDACTED] On the whole the [REDACTED] personnel assigned to the engineering force are very good technically. This has been achieved, particularly in the maintenance personnel, through a means of trial and error as the quality of these personnel, hired by [REDACTED] the firm contracted with to provide [REDACTED], are not always the best. Because of their inability to cope with U.S. personnel, the [REDACTED] were most effective when under the direct supervision of one of our U.S. engineering personnel.

5. Future Personnel Requirements. Although the OP RED exercises has caused a reduction in U.S. engineering program slots, the engineering programs in Vietnam will suffer if further reductions are made at this time, as long as the Agency retains a large number of facilities. Proper engineering program management and development of a maintenance program depends on retention of the present number of U. S. personnel.

PROJECT SUMMARY VIETNAM JULY 1968 - NOV
NEW CONSTRUCTION VS MAINTENANCE
APPROVED PROJECTS

■ TOTAL STATION PROJECTS
■ NEW CONSTRUCTION VS MAINTENANCE
■ MAINTENANCE

140

120

100

80

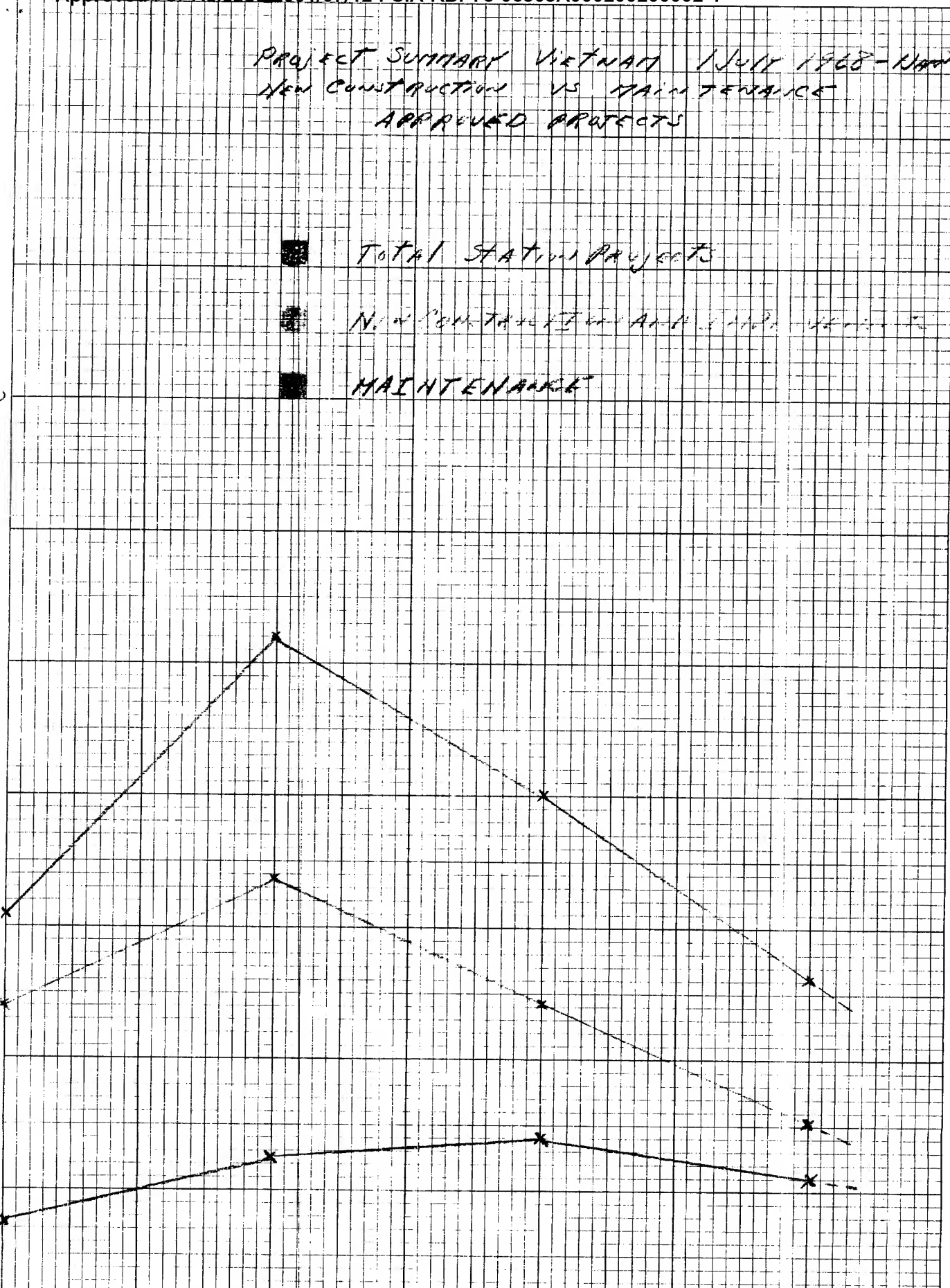
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APPENDIX B - Techniques Used in Handling Successful Assignments

1. Engineering Salesmanship

Probably the most important part in managing an engineering effort as extensive as Vietnam, is selling your product to the field. We accomplished this in Vietnam by the following techniques:

a. Establishing and maintaining excellent rapport with the various region, base, and program support offices and officers.

b. Briefing and/or updating Province Officers on available engineering services and changes in engineering programs on each trip to a province, or on their visits to the Engineering Office, Saigon. We continually stressed utilizing their Region Engineers services on all engineering matters.

c. Improving communications with our field personnel.

d. Maintaining a quick response to field requests.

e. Developed an Engineering Instruction for use in the field.

f. Follow up to be sure a project is not setting on dead center.

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2. Good Communications with Your Superiors

Equally important to engineering salesmanship is keeping your superiors informed on the status of all major, emergency, and special interest projects.

3. Understanding and Leadership of [REDACTED]

When [REDACTED] indigenous employees make up your work force, as a manager you must try and understand their problems, help them where you can, and above all, lead them, do not try to drive them.

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APPENDIX C - Problem Areas

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A. Several of the problem areas noted in [REDACTED] report were still problem areas upon my departure. They are:

1. Labor Market. The availability of skilled journey-men and draftsmen is becoming more acute. During my tour, the draft age bracket was increased several times, and the granting of deferments to our personnel was practically non-existent. I have a strong feeling that this will become more acute with the continued pullout of American troops.

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2. Theft. I do not think this problem will ever be solved. Not only is this prevalent in our warehouses, but also on construction sites--on both inhouse and contract projects. One area where one might think security of material would be the best is actually the worst in Vietnam, and this is on projects accomplished for any of the [REDACTED] components, even in their own compounds. We have even had items removed after installation by the [REDACTED] in their compounds.

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3. Commercial Power. Local power continues to be unreliable, and in many cases, not sufficient to carry our required electrical loads.

B. Problem areas that have been partially or totally resolved since [REDACTED] departure are:

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Electrical Work. With the addition of two [REDACTED] master electricians and upon the arrival of the undersigned, who was assigned the entire electrical program, this problem has basically vanished. These two crews are almost continuously in the field, accomplishing either new electrical installations or rehabilitations. Although the master electricians still require supervision, their expertise, coupled with the direction and experience of the undersigned and the three [REDACTED] electrical engineers have been the major factors in overcoming this problem.

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APPENDIX D - Lessons Learned and Items of Particular Interest
to Successors

A. Selection of Contractors

The situation in Vietnam has brought many persons and small companies into the country looking for a fast and easy dollar. Because our engineering projects normally range between \$1,000 to \$50,000 U.S., our work attracts the small size contractor. Because of this situation, one must be very particular in the screening of contractors to bid on our projects.

Based on my experiences, I had decided that only Vietnamese contractors would be allowed to bid on our construction contracts. During my tour, only Vietnamese contractors were awarded contracts.

B. Selected Bidders List

We used a selected bidders list rather than opening bidding to all contractors. This practice seemed to be universal throughout the American contracting agencies. Extreme care must be exercised in selecting contractors for the bidders list. In addition to inexperienced foreign contractors, many Vietnamese contractor companies take advantage of the situation. Lack of experience and capital of Vietnamese firms were key items to investigate. The contractors on our bidders list were a result of my predecessors efforts to establish a nucleus of good performing contractors. Basically we stayed with this list. Our Vietnamese contractors were fast, willing to go anywhere in Vietnam, trustworthy, and had received much training in construction from the Engineering Office.

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C. Contract Forms

We used the same contract form with our Vietnamese contractors as the [REDACTED] uses, as it seemed to be the simplest form available and the Vietnamese understood it.

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D. A&E Design and Engineering Assistance

Although we had a design section headed by a qualified [REDACTED] architect and consisting of civil and electrical engineers, and five draftsmen, some projects required mechanical work or soil boring tests, etc., which we had little or no

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capability in. The number of these projects did not justify hiring permanent personnel, so the services of an A&E contractor [REDACTED] were used. We used an open contract with [REDACTED] and assigned them task orders for individual projects with a fund limitation on each task order.

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APPENDIX E - Job Qualifications

I did not bring copies of any position description back with me. I will briefly cover any special qualifications that I feel personnel should possess for the various engineering positions in Vietnam.

A. Chief, Engineering.

1. This individual should either have a degree in electrical engineering or be very strong in this field.
2. The individual should possess the following qualifications:
 - a. Supervision of an engineering office.
 - b. Budget preparation.
 - c. Be familiar with the application of financial subobject classifications pertaining to engineering programs.
 - d. Be familiar with the terms CMR, FPA, PRA, and the general financial methods of accumulating and reporting costs.
 - e. Experience in contract administration.
 - f. Maintenance experience.

B. Maintenance Superintendents.

1. Be familiar with the application of financial subobject classifications pertaining to engineering programs.
2. Be familiar with the terms CMR, FPA, PRA, and the general financial methods of accumulating and reporting costs.
3. Have a good background in air conditioning, refrigeration, generators, and telephone maintenance.

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